

Randall J. Langston, Ph.D.

SUMMARY OF QUALIFICATIONS

Proven administrator with 25 years of extensive expertise in enrollment management at public and private four-year universities nationwide. Broad experience in providing vision, creativity, and leadership in enrollment management, financial aid leveraging, personnel, budgeting, marketing, and organizational and staff development. A high energy team player who is goal driven, task oriented, mission centered, and presents entrepreneurial and strategic approaches in working collaboratively across the institution in the achievement shared goals and objectives.

EDUCATION

- Ph.D.** University of The Free State, Republic of South Africa 2017
Non-Profit, fully accredited (AACSB, Department of Higher Education and Training in South Africa) higher education institution enrolling 33,000 students from 40 countries and ranked #10/123 on the African Continent and #1,269 globally (out of 31,135 institutions) by *Webometrics*. Ranked #11 in South Africa and 930/3,000 globally by *University Ranking and Academic Performance (URAP)* [B+ Ranking]

Major: Higher Education Studies
Dissertation: *Understanding Leadership Among Senior Enrollment Management Leaders and their Followers: A Multiple Case Study*
- M.Ed.** Texas Tech University, Lubbock, TX 1995
Higher Education Administration
Specialization: College Student Personnel Administration
- B.S.** Sam Houston State University, Huntsville, TX 1994
Major: Political Science
Minor: Speech Communication

SELECTED ACHIEVEMENTS AT THE UNIVERSITY OF SOUTHERN MISSISSIPPI

STUDENT ENROLLMENT & FINANCIAL AID

- o 1st day of classes for new first-year and transfer student enrollment for **Fall 2023 up +8.05% (+232 students), for a total entering class of 3,111 vs. 2,879 Fall 2022**
- o Fall 2023 First-year new student enrollment up +9.93% (+159)
- o Fall 2023 New transfer student applications up 35.95% (+998) and new transfer enrollment up 5.53%

- o New first-year student applications for International students +47.02% (+241) and enrollment established new records and enrollment increased 157% or +74 students.
- o Fall 2023 Online admits were up +21.51% or +145 admits. Online enrolled were up +6.2% or +130 enrolled for Fall semester.
- o Spearheaded working together with leadership in the USM Center for Military Veterans, Service Members, and Families to create, for first-time, scholarships which provide new opportunities for military to attend USM. The highlight of this program includes a Tuition Assistance Program which closes the financial gap between what they are awarded by the military and our published tuition rate. As a result of these efforts, 73 students will started Fall 2023.
- o Leads efforts in the utilization of predictive modeling and analytics – At USM we completely “re-visioned” the admissions funnel for application and yield conversion in which the university had been utilizing for decades. Spearheading the effort, and in close coordination with Institutional Research, we implemented a quantitative “predictive modeling” approach in which utilized statistical regression to examine predictor variables backwards in time longitudinally via examining parameter variables related to enrollment patterns and assigning “likelihood” scores for students individually at the admit stage.

ENROLLMENT MANAGEMENT AND ACADEMIC COLLABORATION

- Face of EM in communicating with campus Deans. Assumes leading role in communicating enrollment data to the campus as well as working very closely with academic leadership (Provost, Deans, and Associate Deans) in assisting them to understand complexities associated with enrollment management and work together strategically to solve issues and advance our agenda.
- Develops transparent open lines of communication at USM with senior administrative staff, division directors, and faculty which has resulted in very warm and professional working relationships.
- At USM I work “shoulder to shoulder” with academic leadership in supporting new innovative academic programs and approaches to recruitment and enrollment management. Together, with the Executive Provost and other key university officials, we meet to strategically plan for new enrollment and discuss current enrollment initiatives.
- Engages with Deans in assisting them in their individual enrollment management activities especially surrounding the utilization of predictive modeling and their efforts on department scholarship selection and marketing initiatives for their colleges.

EXTERNAL COLLABORATIONS

- Collaborated with local community college leadership and USM Academic Affairs to forge innovative partnerships. These ventures involved establishing teaching sites at our Gulf Coast campus, embedding Admissions Recruiters within these schools, and assigning USM credit evaluators to the community colleges.
- Led all efforts in the creation, development, and implementation of three “Concurrent Enrollment” Memorandum of Understanding (MOU’s) between USM and our local community colleges designed to promote simultaneous cross institutional enrollment at both institutions while permitting students to earn credit hours at each school and enjoy the use of facilities at both institutions.

PROFESSIONAL EXPERIENCE

THE UNIVERSITY OF SOUTHERN MISSISSIPPI

2022-

The University of Southern Mississippi is a public four-year Carnegie R1 Doctoral University – Very high research activity enrolling 14,000 Undergraduate and Graduate students and accredited by The Southern Association of Colleges and Schools Commission on Colleges (SACSCOC).

Senior Associate Vice President for Enrollment Management

In this highly visible role on campus, I provide leadership to Directors/Dean for the following departments: Undergraduate Admissions, Financial Aid (FA budget of \$174.86M), Registrar, Undergraduate Scholarships, Online Learning and Enrollment, USM Coastal Enrollment, dotted line leadership to Graduate Admissions, dotted line leadership to International Admissions, and a PeopleSoft Administrator. Total staff in the departments I supervise include 80 full-time employees and \$8M in total budget.

- Creates and develops reliable enrollment goals and projections using mathematical and statistical data analytics achieving 97% accuracy for Fall 2023 projection.
- Pioneered predictive modeling implementation, enhancing lead-to-enroll strategies. Leads all efforts to implement predictive modelling on campus and, as a result of these efforts we utilize statistical procedures in the lead to enroll, applicant to enroll, and admit to enroll modelling. This includes the development of a custom predictive model to statistically rate, by likelihood to enroll for each purchased name and includes an individual statistical score by likelihood to enroll. Data from the predictive modeling is utilized to segment marketing (i.e., developing a marketing communication package) for students based upon their score.

UNIVERSITY OF CENTRAL MISSOURI

2020-2022

The University of Central Missouri is a public four-year primarily residential Master's comprehensive (larger programs) regional university enrolling nearly 13,000 Undergraduate and Graduate students and accredited by the Higher Learning Commission (North Central Association of Colleges and Schools). The university is also accredited by AACSB, ABET, and CAEP and offers coursework in liberal arts, business, aviation, criminal justice, education, and the sciences.

Executive Vice Provost for Enrollment Management

Reporting to the University Provost, and serving on his senior leadership team within Academic Affairs, in this highly visible role on campus, I provided leadership for the following departments: Undergraduate Admissions, Financial Aid (FA budgets of \$84 million), Career Services, Military and Veteran's Services, Student Support Services, Learning Commons (Writing Center), Veterans Upward Bound and, Title III Grants and Academic Success Advising. Total staff in the departments I supervised included 53 FTE and an overall Division of Enrollment Management budget of over \$7 million.

- o Previously also served as Interim Dir. of Admissions (Sept 2021-March 2022)*
- o Previously also provided leadership for the Registrar's Office and International and Graduate Student Services prior to these departments being re-aligned (2020-21)*

Selected Achievements include:

- Developed a new strategic enrollment plan for the Enrollment Management division (Divisional and by administrative department) which aligned with UCM's mission

- Following 5 years of enrollment declines (both Freshmen and total campus enrollment), we experienced the following achievements: Admit increases were top in the state among all public universities and 2x the increase of our nearest competitor. Spring 2022 included the following achievements: (a) total student headcount (+10.57%) which increased campus enrollment from 10,562 to 11,678, (b) student credit hours (+8.77%), (c) International enrollment (+200%), (d) Total new students (undergraduate, graduate, degree seeking, non-degree seeking): + 66.7%, and, (e) Total Graduate (new, continuing, degree seeking, non-degree seeking) up 48.5% which has resulted in an increase in net revenue by +\$4.27M over previous Spring revenue (\$28.2M versus \$32.49M). Put another way, in Spring 2022 we realized new institutional revenue increases of 15.2%
- Created and developed reliable enrollment goals and projections using mathematical and statistical data analytics.
- Spearheaded the comprehensive adoption of Predictive Modeling on campus, leading to a significant transformation in our enrollment strategies. Through this initiative, we harnessed statistical methodologies in crafting predictive models for lead-to-enroll, applicant-to-enroll, and admit-to-enroll scenarios. This encompassed the creation of a tailored predictive model that systematically assigns statistical ratings, gauging the likelihood of enrollment for each acquired prospect. Leveraging the insights derived from predictive modeling, we precisely segmented our marketing efforts, crafting targeted communication packages for students based on their individual scores.

TEXAS WOMAN'S UNIVERSITY, Denton, TX

2017-2020

With an enrollment of nearly 16,000 students, Texas Woman's University (TWU) is the nation's largest public university primarily for women and the 7th most diverse public higher education institution in the United States. TWU has campuses located in Denton, Dallas, and Houston and offers degree programs in the liberal arts, nursing, health sciences, business, and education.

Vice President for Enrollment Management

Cabinet level position responsible for providing strategic, visionary and over-arching leadership to an entrepreneurial enrollment management division by developing and implementing SEM plans which were both innovative and entrepreneurial. The Vice President for Enrollment Management provides leadership to 78 FTE staff within the following units: Offices of Admissions, Registrar, Financial Aid, Scholarships, and the Office of Admissions Processing where divisional budgets totaled approximately \$5 million. The VP for EM provides oversight of \$94 million in financial aid awarding to undergraduate and graduate students. Selected achievements included:

- Formulated enrollment strategies aligned with TWU's distinctive mission and strengths, spearheading the university's SEM strategy.
- Surpassed previous enrollment benchmarks, achieving record enrollments across undergraduate, graduate, and professional programs on all campuses and online. • Provided oversight for a high-volume admission processing operation, handling over 23,000 applications annually.
- Utilized mathematical and statistical data analytics to establish dependable enrollment goals and projections.
- Engineered comprehensive systems and structures to guide enrollment planning and decision-making across all levels, ensuring the execution of a holistic recruitment and retention plan targeting diverse populations, including underrepresented minorities, first-generation students, geographically diverse groups, and various majors. • Constantly monitored and analyzed inquiry, application, and enrollment patterns, student profiles,

and financial aid allocation using historical, current, and future data to ensure consistent progress toward recruitment goals.

SUNY - BROCKPORT - State University of New York, Brockport, NY 2012-2017
Part of the State University of New York (SUNY) system, SUNY - Brockport is a public four-year masters comprehensive (Larger Programs) liberal arts college enrolling nearly 7,000 undergraduate and graduate students. Brockport is consistently ranked by *U.S. News* in the top tier of Master's-granting colleges in the Northeast Region.

**Assistant Vice President for Enrollment Management
Acting Director of Undergraduate Admissions**

Senior level enrollment management position within the Enrollment Management and Student Affairs Division with monthly (rotational) representation on Presidential Cabinet. Worked across campus with numerous operating units to manage and assess strategies designed to achieve enrollment management goals set by the college as well as improve student retention and educational outcomes. This position played a major role in coordinating, implementing, and evaluating the college's strategic recruitment with responsibilities which included: providing vision, leadership, budget oversight, and institutional coordination to the Office of Admissions, Office of Financial Aid, Office of Academic Advisement, and the Registrar. The AVP for EM worked extensively across institutional divisions to accomplish the strategic goals of the college.

➤ *Previously (2012-13) also provided leadership for the Office of Retention Services, Office for Student Disabilities, and Office of Career Services prior to these departments being re-aligned under Student Affairs*

- Provided leadership for an overall staff of 48 and managed an operating budget of \$3 million and a financial aid award budget expenditures of \$77.3 million
- Spearheaded efforts to create enrollment projection models –created statistical and mathematical projection models that better informed the campus regarding future enrollment empirically by utilizing mathematical projections (trend data, year over year data, three-year data) and projecting 9 months in advance achieving variances of less than 1% in some cases between projected and actual.
- Diversity enrollment –Provided special attention to increasing access to students in inner city and economically challenged areas of the state resulted in significant gains in minority recruitment and enrollment. Fall 2016 enrollment included 30% of the admit pool were minority compared to just 14.1% in 2012.

UNIVERSITY OF NORTHERN COLORADO, Greeley, CO 2009-2012
A multi-purpose four-year public doctoral research university serving more than 9,000 students each semester and offering more than 200 undergraduate, graduate, extended campus, and online programs.

Executive Director of Enrollment Management

Senior level enrollment management position with responsibilities that included providing vision, leadership, budget oversight, and institutional coordination to the Office of Admissions, Office of Financial Aid, and the Registrar which comprised 53 exempt and classified staff and approximately 60 student staff/ambassadors.

- Transformation of enrollment management efforts for Fall 2009-12, where over those 3 years, inquiries increased by 33.19% (+5,088 inquiries), applications jumped 23.7% and average GPA rose from 3.29 to 3.31 which established new records for each metric

UNIVERSITY OF COLORADO AT COLORADO SPRINGS, Colorado Spgs., CO 2008-2009
Public four-year public Master's College and University enrolling 11,300 undergraduate and graduate students

Director of Admissions Services

Senior level admissions position with responsibilities which included leadership in undergraduate admissions, admissions processing, student recruitment, and services for international students which comprised 20 FTE in these divisional areas. As chief admissions officer, primary responsibilities consisted of development and implementation of a complex enrollment management plan for first-year, transfer, and international student populations. Fiscal management included management of five department operational budgets totaling \$1.06 million.

THE UNIVERSITY OF FINDLAY, Findlay, Ohio 2004-2007
Private four-year university serving 3,395 undergraduate and graduate students

Director of Undergraduate Admissions

Reporting to the Vice President for Student Services, responsibilities included leadership and oversight of the Undergraduate Admissions division which included 14 professional staff and 21 student staff. As the chief admissions officer, primary responsibilities consisted of design, development, and implementation of integrated marketing, recruitment, and enrollment management plans for undergraduates and transfer students. This included data tracking management, financial aid leveraging, and training. Led enrollment management efforts that resulted in increasing the first year entering class by 16.9% over three years which established new recruitment records.

UNIVERSITY OF DENVER, Denver, Colorado 1999-2004
A selective private four-year Carnegie R1 Doctoral University – Very high research activity with nearly 12,000 students and 300 nationally recognized academic programs.

**Associate Director of Admission/Southern Regional Director (based in Austin, TX)
Assistant Director of Admission**

Enrollment Outcomes

Fall 2023 highlights at The University of Southern Mississippi (in progress)

- o 1st day of classes for new first-year and transfer student enrollment For Fall 2023 up +8.05% (+232 students), for a total entering class of 3,111 vs. 2,879 Fall 2022
- o First-year new student enrollment up 9.93% (+159)
- o New transfer student applications up 35.95% (+998) and new transfer enrollment up 5.53%
- o Fall 2023 new first-year student applications for International students up +47.02% (+241) and enrollment established new records
- o Fall 2023 Online admits were up +21.51% or +145 admits. Online enrolled were up +6.2% or +130 new students enrolled for Fall semester.

Spring 2022 highlights at the University of Central Missouri

In the face of a challenging environment marked by a 12% decline in Missouri's statewide college-bound population over the past three years, compounded by shifting demographics and the impact of COVID, UCM stood out as the lone university among a total of 49 in the state to achieve concurrent growth in Freshmen, Transfer, Graduate, and international student headcounts. UCM experienced tremendous increases in the Spring for total student Headcount (+10.57% or +1,116 additional headcount), Student credit hours (+8.77%) and international populations (+200%)

- o Total new students (undergraduate, graduate, degree seeking, non-degree seeking): + 66.7%
- o Total Graduate (new, continuing, degree seeking, non-degree seeking): up 48.58%
- o International: up 200%

Fall 2021 highlights at the University of Central Missouri

Following 5 years of enrollment declines (both Freshmen and total campus enrollment), we experienced the following achievements: current completed applications +8%; admits (+24%). Admit increases were tops in the state among all public universities and 2x the increase of our nearest competitor. Admit to matriculation predicted yield equated to one of largest entering class in years which included the first time in nine years where we experienced a Fall-to-Fall increase. This work included instilling a data driven data informed culture, revamping messaging on the CRM, engaging in purposeful communication and outreach which is both genuine and authentic, revisioning the entire admissions funnel especially in the funnel through conversion and yield activities, and empowering admissions counselors. Further work was done to join Marketing and Communications division staff in order to fully integrate their work with Enrollment Management and Admissions.

Fall 2021 Highlights - UCM

- o Overall Campus enrollment +5.7% (first increase in 6 years)
- o New Freshmen Enrollment +6.8% (first increase in 9 years)
 - o New FR Credit hours +5.7% (+903.5 cr. hrs.)
- o New Transfer Enrollment +8.68% (first increase in 6 years)
 - o New TR Credit hours +8.1% (+681 cr. hrs)
- o Overall International Enrollment +26.7%
- o New International student enrolment +139% (record year over year increase)

Fall 2019 Highlights - TWU

- o **Record campus enrollment.** 2.01% increase in total enrollment (+326 HC) year over year.
- o **Record enrollment on Denton main campus** (+2.61% or +340 HC)
- o **Record number of diversity on campus.** 4% increase in Undergraduate and 5.3% increase in campus diversity year over year
- o 2nd highest number for new Freshmen enrolled in TWU history
- o **Record number** of freshmen applications

Spring 2019 Highlights- TWU

- o 2.48% overall increase in campus enrollment (+359 HC)

- o 3.59% overall increase on Denton main campus enrollment (+428 HC)
- o Among new degree seeking students, university realized an increase of 8.34% versus spring of previous year.
- o **Record number** of new Graduate applications (+30.14%), accepted (+52.29%) and enrolled (+43.56%) versus previous year.

Fall 2018- TWU

- o **Record number** of new freshmen student applications (+4.05% year over year)
- o **Record number** of students admitted in top 10% of HS class
- o 3.7% increase in Hispanic student enrollment year over year

Fall 2017

- o **Record number** of new freshmen students' applications (+3.27% year over year)
- o New Graduate student increases year over year represent +11.54%

Fall 2016 Highlights

- o **Record enrollment (over past 30 years) of first-year students**
- o **Record diversity enrollment of first year students**
- o 5.3% increase in enrollment of first year students (+61 over record year)
- o 1st to 2nd year retention increase from 81.9% to 82.4%

Spring 2016 Highlights

- o 1.87% increase in overall undergraduate campus enrollment (+112 students)
- o 2.92% increase in new transfer students.
- o Returning Fall to Spring Semester students increased from 91.4% in 2014 to 92.0%
- o Collaborated closely with our primary community college partners over the past three years prior and were able to say that, for the first time, we were the top SUNY four-year institution for both local community colleges.

Fall 2015 Highlights:

- o Final first year data reflects the fact that the college **successfully enrolled its largest First Year Class in 30 years.**
- o Minority students in the first-year class rose to a record 24.1% of the class in 2015 versus 18.8% in 2013.
- o Admissions from minority students also rose to record numbers in 2015 as they represented 29.9% of the pool versus 20.2% in 2013.

Fall 2014 Highlights

- o Despite funding that has dropped in NY State by 11.1% per student and an average tuition increase of \$1,215 over the same period, record number of applications for 2013 and 2014.
- o Brockport was #1 of 12 SUNY university Master's degree granting Comprehensive Colleges in terms of year over year application increases.
- o Brockport experienced an increase of 11.7% in apps from 2013 to 2014 compared to the average of 2.7% within this group of colleges.

Fall 2013 Highlights

- o Number of first-year minority applicants increased by 21% or +639 applications.
- o Number of first-year minority acceptances surged by 40% or +240 acceptances.

- o Number of first-year minority deposits increased by 19.37% or +31 deposits.

Fall 2008 Highlights

- o Total campus Undergraduate enrollment increased 4.26% (+262 students) and credit hours increased by 4.77% or + 4,174 credit hours.
- o Transformed enrollment management efforts which resulted in an increase in first-year applications by 23.7%.
- o Established a new UCCS record for aggregate total number of applications received
- o Record number of new first-time students enrolled in Fall 2008 which included a 14 percent increase in new first year students

RELATED EXPERIENCES

University Committees- Serving as the Chair

- 1) Special Admissions Committee (Chair) – Adjudication of applicants with criminal background (2009-2010)
- 2) Admissions Marketing Team (Chair) – (2009)
- 3) FirstSTEP Committee (Chair) – Decision Making team consisting of representatives from UNC and Aims Comm. College (2009)
- 4) Pre-Collegiate Subcommittee (Co-Chair) (2009)
- 5) Enrollment Management Planning Team (Chair) Charged with spearheading all university efforts in collaborating and designing a comprehensive campus enrollment management plan for the University of Northern Colorado (2010-2012)
- 6) Strategic Financial Aid Oversight and Implementation Team (Chair) – (2010-2012)
- 7) Financial Aid, Registrar and Admissions Strategic Discussion Team (Chair) (2010-2012)
- 8) TWU Program Integrity Advisory Team (Chair) includes monitoring new HEA legislation as related to reauthorization, streamlining processes, and informing the compliance practices that are in place to support HEA (2018-2020)
- 9) Strategic Enrollment Management Committee (Chair) Campus wide committee charged with reviewing issues of enrollment management interest (2020-2022)
- 10) Scholarship Review Committee (Co-chair) Campus wide committee charged with reviewing new and innovative fiscally responsible approaches to scholarship awarding and financial aid leveraging (2020-2022)
- 11) Reconsideration Committee Chair (2021) Presidential level appointment on committee responsible for adjudicating tenure and non-tenure track faculty appeals of those who had been downsized due to retrenchment

Recent University Committees- Serving as a Member (2012 – Current)

- 1) Presidential Advisory Committee (2012-2015)
- 2) Enrollment Assessment Team Steering Committee (2012-2015)
- 3) Enrollment Assessment Team (2012-2017) EM Divisional Assessment Issues
- 4) Enrollment Management Taskforce (later Committee) (2012-2017)
- 5) Retention, Recruitment and Outreach Sub-committee (2012-2017)
- 6) Philanthropy and Engagement Advisory Committee (2015-2017)
- 7) Institutional Readiness and Self-Assessment Team (2015)
- 8) Periodic Review Report Compliance Committee (2016-2017)
- 9) Civil Service Employees Association Labor Management Meetings (2016-2017)
- 10) University of Central Missouri Strategic Leadership Team (2020-2022)
- 11) General Education Fiscal Review Committee (2020-2022)

- 12) Provost Council (2020-) Academic leadership team consisting of Provost, Executive Vice Provost, Associate Provosts, and Deans
- 13) University Compliance Committee (2020-2022)
- 14) Strategic Planning Committee (2020-2022). Committee charged with revamping university strategic plan
- 15) Data Governance Group (2021-2022).
- 16) University of Southern Mississippi Senior Leadership Team (2022-)
- 17) Emergency Response Team (2022-)

Search Committee Assignments

- 1) Search Committee Vice President for Institutional Advancement (2004)
- 2) Search Committee Director of Public Information (2005)
- 3) Search Committee Web Services Manager (2006)
- 4) Search Committee Multi-Media Marketing Coordinator (2008)
- 5) Search Committee (Chair) Director of Financial Aid (2009)
- 6) Search Committee (Chair) Director of Admissions (2009)
- 7) Search Committee (Chair) Associate Registrar (2010)
- 8) Hiring Authority Registrar (2010)
- 9) Search Committee Enrollment Management Statistical Analyst (2012)
- 10) Search Committee (Chair) First Year Experience Coordinator (2013)
- 11) Search Committee (Chair) Second Year Experience Coordinator (2013)
- 12) Hiring Authority Academic Compliance Officer (2013)
- 13) Search Committee (Chair) Associate Director of Undergraduate Admissions (2014)
- 14) Search Committee (Chair) Director of Undergraduate Admissions (2014)
- 15) Search Committee (Chair) Director of Undergraduate Admissions (2015) Re-open search
- 16) Search Committee (Chair) Admissions Advisors and Admissions Assistants (2015)
- 17) Search Committee (Chair) Assistant Vice President for Student Affairs (2016)
- 18) Hiring Authority Admissions Advisors and Admissions Assistants (2017)
- 19) Search Committee Dean, College of Arts and Sciences (2017)
- 20) Hiring Manager – Director of Financial Aid (2018)
- 21) Search Committee Vice President for University Advancement (2018)
- 22) Hiring Manager Director of Admissions (2019)
- 23) Hiring Authority Director of Admissions (2021)
- 24) Hiring Authority Director of Graduate and International Student Services (2021)
- 25) Search Committee (Chair) & Hiring Authority Title III Project Mgr./Director of First Year Programs (2021)
- 26) Hiring Authority Assistant Vice Provost for Enrollment Management/Director of Admissions (2021)
- 27) Search Committee Chair/Hiring Authority Admissions Counselors (2022)
- 28) Search Committee Chair/Hiring Authority Transfer Admissions Counselor (2022)
- 29) Search Committee Chair/Hiring Authority Admissions Event Manager (2022)
- 30) Search Committee Chair/Hiring Authority Academic Support Services Manager (2022)

Invited Speaker Presentations (Including Keynotes and Honorarium)

Langston, R., Konscak, M., Bennett, A., Benvenuti, L., and Causey, C. (2023). **Growing Student Enrollment with GRIT**. University of Southern Mississippi Faculty First Week Conference, August 2023, Hattiesburg, MS.

Langston, R. (2023). **COVID and the Cliff: Managing Student Enrollment and Institutional Finance During Uncertain Times**. University Leadership Summit, February 2023, Los Angeles, CA.

Langston, R. (2022). **Application of Predictive Modelling Within Strategic Enrollment Management**. AACRAO Annual Meeting, April 2022, Portland, OR

Langston, R. (2022). **Navigating Institutional Enrollment Management in a Pandemic**. Roundtable Discussion. University Leadership Summit, February 2022. Miami, FL

Langston, R. (2021). **Predictive Modelling 101: A Statistical Primer for Enrollment Management Professionals**. American Association for Collegiate Registrars and Admissions Officers (AACRAO) SEM Annual Conference. November 2021, Aventura, FL

Langston, R., Hunt, J. & Matasar, R. (2021). **Using Social Media to Influence College Decision Making**. Marcus Evans and Tipping Point Communications National Webinar. Virtual. April 2021.

Findley, M., Langston, R., Swink, D. & Thorn, E.A. (2021). **Ensuring Equity-mindedness in Postsecondary Education**. Presentation to KC Scholars Organization. Virtual. February 2021.

Langston, R. (2020). **Re-Imagining Graduate Enrollment Management: Strategic Approaches for Leveraging Scholarships to Impact Yield and Campus Revenue**. Approved for presentation at the American Association for Collegiate Registrars and Admissions Officers (AACRAO) Annual Conference. April 2020, New Orleans, LA. (Conference cancelled)

Langston, R. (2020). **Strategic Enrollment Management: Utilizing Statistical Models to More Effectively Recruit and Retain students**. Accepted for presentation at the American Association for Collegiate Registrars and Admissions Officers (AACRAO) Annual Conference. April 2020, New Orleans, LA. (Conference Cancelled)

Langston, R., & Kapinus, C. (2019). **Integrating Traditional EM practices into a Robust and Successful Graduate Enrollment Management Strategy for Recruitment**. AACRAO SEM Conference. November 2019, Dallas, TX.

Langston, R. (2019). **Re-visioning Graduate Enrollment Management: Strategic Approaches for Leveraging Scholarships to Impact Yield and Campus Revenue**. Texas Association for College Admissions Counseling Conference (TACRAO), November 2019, Galveston, TX.

Langston, R. (2019). **The Outlook on Enrollment: Addressing Enrollment Challenges to Remain Competitive**. University Leadership Summit, October 2019. Palm Beach, FL

Langston, R., & Kapinus, C. (2019). **Graduate Enrollment Management: Successfully Leveraging Scholarships to Impact Yield and Campus Revenue**. National Association for Graduate Admissions Professionals (NAGAP) National Conference, April 2019. Toronto, Ontario, Canada.

Langston, R. (2019). Pre-Conference Workshop: **Statistics Primer for Enrollment Management**. Academic Impressions conference – Data Informed Decision-Making in Strategic Enrollment Management Conference. Serving as faculty and presenter at the event. February 2019, San Diego, CA. *Honorarium*

Langston, R. (2018). **Case Study: Data-Based Decision-Making in Financial Aid**. Academic Impressions conference Data Informed Decision-Making in Strategic Enrollment Management Conference. Serving as faculty and presenter at the event. February 2019, San Diego, CA.

Honorarium

Langston, R. (2018). **Understanding the Role that Enrollment Management Plays within the Scope of a Universities Operations: Practical Examples Using Data Informed Approaches and Mathematical Applications**. University Leadership Summit, Palm Beach, FL.

Crew, R., Moser, S., & Langston, R. (2018). **Steering the Higher Education Business Model to Success**. Panel Discussion. University Leadership Summit, Palm Beach, FL.

Smith, C., Langston, R., & Miller, K. (2018). **It Takes a Village: SEM Team Dynamics**. AACRAO National Webinar. Panel Discussion.

Langston, R. (2018, October). **Predictive Models for Enrollment: A Showcase of Three Examples**. Academic Impressions National Webinar.

Langston, R., Hamner, M., & Stankey, M. (2018). **Hidden in plain sight: A case study into designing sophisticated statistical model grids that leverage student-credit hour production with revenue opportunities to uncover often overlooked students**. AACRAO SEM Conference, November 2018, Washington, D.C.

Rogers, G., Alderman, R., Langston, R., & Mortensen, T. (2018). **Leveraging Data-Driven Insights to Evolve Your Enrollment Operation**. Texas Association for College Admissions Counseling Annual Conference, April 2018, Galveston, TX.

Langston, R. (2018). Pre-Conference Workshop: **Statistics Primer for Enrollment Management**. Academic Impressions conference - Effectively Leveraging Data in Enrollment Management. Serving as faculty and presenter at the event. March 2018, Baltimore, MD.

Honorarium

Langston, R. (2018). **Case Study: Data-Based Decision-Making in Financial Aid**. Academic Impressions conference - Effectively Leveraging Data in Enrollment Management. Serving as faculty and presenter at the event. March 2018, Baltimore, MD. *Honorarium*

Langston, R. & Rhyneer, M. (2017). **Case Studies on Successful Implementation of Financial Aid Leveraging: Utilizing Statistical and Mathematical Data Analysis to Better Inform Your Strategic Allocation Efforts**. AACRAO SEM Conference, October 2017 Phoenix, AZ.

***National Student Clearinghouse Research Center Award**

Langston, R. (2017). **Utilization of Big Data in Higher Education and Enrollment Management**. Poster Presentation. 2017 AACRAO SEM Conference, October 2017 Phoenix, AZ.

Neely, P. & Langston, R. (2017). **“Big data” in Education**. The Center for Excellence in Learning and Teaching Brown Bag Discussion. The College at Brockport, Brockport, NY.

Academic Presentation to Business Faculty and Guests

Langston, R., Marthers, P., & Rhyneer, M. (2017). **Making Enrollment Numbers Despite Demographic Decline.** College Board Middle States Regional Forum. March 2017, Brooklyn, NY.

Langston, R. (2017). Pre-Conference Workshop: **Statistics Primer for Enrollment Management.** Academic Impressions conference - Effectively Leveraging Data in Enrollment Management. Serving as faculty and presenter at the event. February 2017, Denver, CO. *Honorarium*

Langston, R. (2017). **Case Study: Data-Based Decision-Making in Financial Aid.** Academic Impressions conference - Effectively Leveraging Data in Enrollment Management. Serving as faculty and presenter at the event. February 2017, Denver, CO. *Honorarium*

Langston, R. (2017). **Internal vs. External SEM Data.** Academic Impressions conference - Effectively Leveraging Data in Enrollment Management. Serving as faculty and presenter at the event. February 2017, Denver, CO. *Honorarium*

Langston, R. (2017). **How Ready Are You? Understanding the Motivations of Generation Z Students at Your College or University.** SUNY Auxiliary Services Association, January 2017, Verona, NY. Turning Stone Resort and Casino. **Closing Keynote Speech ** *Honorarium*

Langston, R. (2016). **Successful Application of Financial Aid Leveraging at you College or University: Utilization of Statistical Data Analysis to Better Inform your Strategic EM Efforts.** 2016 AACRAO SEM Conference, November 2016, San Antonio, TX.

Langston, R. & Loreto, D. (2016). **Strategic Enrollment Management for Chief Enrollment Officers: Effective use of Statistical data and Predictive Modeling.** 2016 SUNY Chief Enrollment Officers (CEO) in conjunction with the Association for Institutional Research and Planning Officers (AIRPO) Annual Meeting, June 2016, Buffalo, NY.

Langston, R. (2016). **Case Study: Data-Based Decision-Making in Financial Aid.** *Academic Impressions* conference - Enrollment Management: Taking a More Data-Informed Approach. Serving as faculty and presenter at the event. February 2016, Phoenix, AZ. *Honorarium*

Langston, R. (2016). **Internal vs. External SEM Data.** Academic Impressions conference - Enrollment Management: Taking a More Data-Informed Approach. Serving as faculty and presenter at the event. February 2016, Phoenix, AZ. *Honorarium*

Langston, R., Lundeen, K., & Williams, B. (2016). **What Does It Mean to Be “Data-Driven” in Enrollment Management?** Academic Impressions conference - Enrollment Management: Taking a More Data-Informed Approach. Serving as faculty and presenter at the event. February 2016, Phoenix, AZ. *Honorarium*

Langston, R. & Loreto, D. (2015). **Strategic Enrollment Management: Effective Utilization of Predictive Modeling from Inception to Matriculation.** AACRAO SEM Conference, November 2015, Hollywood, FL. ***National Student Clearinghouse Research Center Award***

Langston, R., Scheid, J. (2014). **Take the Guess Work Out of Enrollment Projections: Data-Driven Approaches to Successfully Predicting Your Entering Class.** AACRAO SEM Conference, October 2014, Los Angeles, CA.

Langston, R. (2013). **Engaging Students Early in Academic and Career Planning**. SUNY-wide Chief Enrollment Management Officers Meeting, March 2013, Syracuse, NY

Langston, R. & Scheid, J. (2013). **Strategic Enrollment Management in the Age of Austerity: Managing Recruitment, Revenue, and Access in Challenging Economic Times**. AACRAO SEM Conference, November 2013, Chicago, IL.

Langston, R. (2012). **Understanding Generation Y from a Theoretical and Practical Level**. College Personnel Association of Colorado Annual Conference, February 2012, Colorado College, Colorado Springs, CO.

Langston, R. (2011). **Understanding Privilege in a Higher Education Environment: Examining Affordability, Access, and the Achievement Gap in the State of Colorado**. Pedagogy of Privilege Conference, August 2011, University of Denver, Denver, CO.

Langston, R. (2011). **Transformational Leadership: How to Effectively Motivate and Inspire Others**. Rocky Mountain Association of Collegiate Registrars and Admissions Officers Conference 2011 Annual Meeting, July 2011, Denver, CO.

Langston, R. (2011). **Enrollment Management, Recruitment, and Financial Aid: Defining Key Ingredients to Success, Transforming Institutional Culture, and Challenging others to Embrace Change**. Rocky Mountain Association of Collegiate Registrars and Admissions Officers Conference 2011 Annual Meeting, July 2011, Denver, CO.

Langston, R. (2011). **Recruitment, Retention, and Financial Aid: Bringing it All Together**. International Conference on Student Retention, San Diego, CA, June 12-14, 2011.

Langston, R. (2011). **Implementing Campus Wide Enrollment Management in Difficult Fiscal Times: Defining Key Ingredients to Success**. SunGard Summit Conference, March 2011, New Orleans, LA.

Langston, R. (2011). **Pursuing a Career in Higher Education Administration: Lessons Learned, Lessons Shared**. College Personnel Association of Colorado (CPAC) Annual Conference, January 2011, Denver, CO.

Langston, R. (2011). **Look Who's Coming to College: A Front-Line Assessment of Generation Y Enrollees in our Institutions of Higher Education**. College Personnel Association of Colorado (CPAC) Annual Conference, January 2011, Denver, CO.

Langston, R. (2010). **Engaging in Enrollment Leadership**. Co-presenter at The University of Northern Colorado Leadership Institute, October 2010, Greeley, CO.

Langston, R. (2009). **Everyone Plays a Part: Successfully Implementing Campus Wide Strategic Enrollment Management at Your College**. Colorado Council on High School/College Relations Annual Conference, December 2009, Denver, CO.

Langston, R. (2009). **Everyone Has a Part: How to Effectively Develop an Integrated Marketing Plan that is Reliant upon a Cooperative Effort of all Constituents across the Campus and Beyond**. Rocky Mountain Association of Collegiate Registrars and Admissions Officers Conference- Annual Meeting, July 2009, Denver, CO.

Langston, R. (2009). **Marketing to Prospective Students in the 21st Century: How to Successfully Utilize E-Communications and Today's Technology in the Strategic Enrollment Management of Your Entering Class.** Rocky Mountain Association of Collegiate Registrars and Admissions Officers Conference - Annual Meeting, July 2009, Denver, CO.

Langston, R. (2008). **Effective Utilization of Marketing in the Strategic Enrollment Management of your First-Year Class.** Rocky Mountain Association of Collegiate Registrars and Admissions Officers Conference - Annual Meeting, July 2008, Laramie, WY.

Langston, R. (2008). **Involving Faculty in the Enrollment Management Process at Your College or University.** Rocky Mountain Association of Collegiate Registrars and Admissions Officers Conference - Annual Meeting, July 2008, Laramie, WY.

Langston, R. (2008). **Utilizing Faculty in Enrollment Management to Promote your College or University.** Rocky Mountain Association for College Admissions Counseling Spring Conference, April 2008, Tucson, AZ.

Langston, R. & Mesquita, C. (2007). **Bolstering Recruitment with Admissions Through Faculty Partnerships.** *Academic Impressions* webinar (national audience) November 2007. *Honorarium*

Langston, R. (2007). **Strategically Implementing Technology and Predictive Modeling in Enrollment Management and E-communications initiatives at Your College or University** *Innovative Educators Conference on Increasing Enrollment and Retention via Technology: Recruit Retain, Re-Connect*, November 2007, Boulder, CO.

Langston, R. (2007). **Enrollment Management and the Millennial's: Realistic Ways to Market and Recruit to this Generation of Students.** 85th Annual Illinois Association of Collegiate Registrars and Admissions Officers Conference, October 2007, Collinsville, IL.

Langston, R. (2007). **Utilizing Technology as Your Go-To Play: Winning Approaches in Implementing E-communications and Predictive Modeling to Your Enrollment Management and Recruitment Efforts.** Indiana Association for College Admission Counseling Admissions and Financial Aid Congress, October 2007, Indianapolis, IN.

Langston, R. (2007). **They are here! Utilizing Cutting Edge Technology and Predictive Modeling to Strategically Market and Communicate with Millennial Students.** Panel Presenter - ACT 22nd Annual Enrollment Planners Conference, July 2007, Chicago, IL.

Langston, R. (2007). **Enrollment Management & Marketing: Implementing Strategic Planning and E-Technology to attract Generation Y students to your Campus.** Connect U - EMT Hobson's User's Conference, July 2007, Boston, MA.

Langston, R. (2007) **Marketing and E-technology: How to Successfully Communicate to Generation Y Prospective Students.** Illinois Association for College Admissions Counseling conference, May 2007, Itasca (Chicago), IL.

Langston, R. (2007). **It's a Game of Chess: Making the Right Moves to Recruit Generation Y Students.** Ohio Association for College Admissions Counseling Conference, April 2007, Cincinnati, OH.

Langston, R. (2007). **Millennial Marketing: How Millennial Students Are Changing the Rules of Recruitment.** Ohio Association for College Admissions Counseling Conference, April 2007, Cincinnati, OH.

Langston, R. (2007). **Working Collaboratively with Faculty to Promote your College or University.** Kentucky Association for Secondary and College Admissions Counselors Conference, March 2007, Bowling Green, KY.

Langston, R. (2007). **Enrollment Management and E-Communications, Considerations for Senior Admissions Professionals,** Kentucky Association for Secondary and College Admissions Counselors Conference. March 2007, Bowling Green, KY.

Langston, R. (2006). **Blog Boot Camp: Why (and how) to bring blogs to your school** Panel Presenter, Ohio Association for College Admissions Counseling Conference. April 2006, Columbus, OH.

Langston, R. (2003). **Setting Up a Regional Office.** Texas Association for College Admissions Counseling Conference, April 2003, San Antonio, TX.

Awards

2019 – Pioneer Proud Award – Awarded as a result of peer nomination related to leadership embodying values for which the university stands for.

2017- National Student Clearinghouse Research Center Award for excellence for session at AACRAO SEM Conference titled: *Case Studies on Successful Implementation of Financial Aid Leveraging: Utilizing Statistical and Mathematical Data Analysis to Better Inform Your Strategic Allocation Efforts.*

2017 – Selection as a “Leader and Innovator” in the field of Enrollment Management by the *Enrollment Management Report* (Jossey-Bass/Wiley Publication).

2016-2017 SUNY Outstanding Student Affairs Program Award - Enrollment Management, Financial Aid, Orientation, Parents, First-year, Other-year, and related Category for: *Seamless Integration of Predictive Analytics and CRM within an Undergraduate Admissions Recruitment and Marketing Plan. Top award for enrollment management within the 64 School system of SUNY.*

2015 - National Student Clearinghouse Research Center Award for excellence for session at AACRAO SEM Conference titled: *Strategic Enrollment Management: Effective Utilization of Predictive Modeling from Inception to Matriculation.*

2011 - University of Northern Colorado - Citation for recognition associated with exceeding enrollment targets.

Professional Publications

Refereed Publications & Book Chapters

Langston, R. (2018). Giving Back: Reflections on Mentoring Support and Success. In H. Zimar & J. Montgomery (Eds.), *Mentoring in Higher Education: Practical Advice and*

- Leadership Theories* (pp. 211-220). Washington, DC: AACRAO.
- Langston, R. & Loreto, D. (2016). Seamless integration of predictive analytics and CRM within an undergraduate admissions recruitment and marketing plan. *Strategic Enrollment Management Quarterly*, 4(4) 161-172.
- Langston, R., Wyant, R., & Scheid, J. (2016). Strategic Enrollment Management for Chief Enrollment Officers: Practical Use of Statistical and Mathematical Data in Forecasting First-Year and Transfer College Enrollment. *Strategic Enrollment Management Quarterly*, 4(2) 74-89.
- Langston, R. & Scheid, J. (2014). Strategic enrollment management in the age of austerity and changing demographics: Managing recruitment, leveraging, revenue, and access in challenging economic times. *Strategic Enrollment Management Quarterly*, 2(3) 191-210. doi: 10.1002/sem3.20048
- Langston, R., McClain, G., Stewart, B., & Walseth, J. (1998). An exploration of strategies which elementary principals new to their schools use to learn about their school culture. ERIC Database (ED 421 769)

Non-Refereed Publications

- Langston, R. (2018). Giving back to the profession: Reflections related to mentoring support and success. *College and University Journal*, 93(2) 35-38.
- Langston, R. (2017). Creating a data-driven culture within your enrollment management operations. *Enrollment Management Report*
- Langston, R., Williams, B., & Dysart, J. (15 November 2016). *What's Next for Data-Informed SEM?* Academic Impressions – Higher Ed. Impact. Retrieved from <http://www.academicimpressions.com/news/whats-next-data-informed-sem>
- Langston, R., Williams, B., & Dysart, J. (January 2016). What's Next for Data-Informed SEM? *Enrollment Manager*, 13(1). Retrieved from: <http://www.dwyereducationstrategies.com/>
- Langston, R. (2011, Winter) Engaging in Research – Lessons Learned, Lessons Shared. *National Association of Student Personnel Administrators Region IV West*.
- Langston, R. (2011, Spring) Improving Collegiate Retention & Helping Students be Successful - Research and Applications. *National Association of Student Personnel Administrators Region IV West*.

State and National Committee Service

- American Association of Collegiate Registrars and Admissions Officers (AACRAO)
 - o Group I Program Committee Coordinator (2021-) Responsible for Coordination of all committee Chairs under Group I
 - o Chair - Group I - Enrollment Management and Retention Committee (2019-2021)
 - o Vice-Chair - Group I - Enrollment Management and Retention Committee (September 2015-2018)
 - o AACRAO – Annual Meeting Program Committee (2018 Orlando Conference)
 - o AACRAO – Annual Meeting Program Committee (2016 Phoenix Conference)
- Texas Council of Public University Presidents and Chancellors - Enrollment Services Efficiency Committee/ESEC (2017-2020)
- Board Member/Advisory Council for *Enrollment Management Report* (2016-)
- Proposal reader of presentations for possible inclusion into the 2015 NACAC National conference in San Diego, CA. (2015)

- *Enrollment Management Report* (Jossey-Bass/Wiley Publication) designated “Expert” and service as an Advisory Panel Member responsible for writing scholarly level articles promote and inform EM leaders nationwide on issues related to innovation and cutting-edge ideas in the profession. (2017-)
- SUNY Chief Enrollment Officers Council (2012-2017)
- *NextStepU* National Advisory Board for Underserved students (2015-2016)
- Conference Board of Associated Research Councils (CBARC) and the Council for International Exchange of Scholars (CIES) to serve as an Educational Administration Peer Review Committee for the **Fulbright Specialist Program. (2011-2014)**
- United Way of Denton County Board of Directors (2017-2018)
- Missouri Statewide Enrollment Managers Group (2020-2022)
- Mississippi Enrollment Management Meeting Planning Team (2022-)
- Mississippi Enrollment Managers Group (2022-)

Professional Organizations

American Association of Collegiate Registrars and Admissions Officers (AACRAO)
 Southern Association for College Admission Counseling (SACAC)